



**TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE INTELLECTUAL PERFORMANCE**

**Lot 1: Feasibility studies for urban projects**

Feasibility studies of urban projects and technical assistance to public development banks and local authorities in the framework of the NUCA programme»

**BPD-2025-0205**

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**These costs will be established on the basis of an indicative percentage distribution of the number of days to be worked between level of expertise (junior/senior), type of expertise (international/local) and areas of activity (engineering, finance, legal) Referred to in the table of unit prices for expertise set out in Annex III, Financial Annex to the Commitment Document (EA). These costs will also include additional experts.....**

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## 1. PRESENTATION OF THE DFS

The Agence française de développement (AFD) group is a public institution that finances, supports and accelerates transitions towards a more just and sustainable world. French platform for official development assistance and sustainable development investment, we build with our partners shared solutions, with and for the people of the South.

Our teams are involved in more than 4,000 projects on the ground, overseas and in 115 countries, for the common goods of humanity – climate, biodiversity, peace, gender equality, education and health. We are thus contributing to the commitment of France and the French in favour of the Sustainable Development Goals. For a world in common.

Through **grants, loans, guarantee funds or debt reduction and development contracts**, AFD finances projects, programmes and studies and supports its partners in the South in building their capacities.

Its subsidiary **Proparco** ([www.proparco.fr](http://www.proparco.fr)) supports private investment. Dedicated to mobilizing French public expertise, **Expertise France** ([www.expertisefrance.fr](http://www.expertisefrance.fr)) joined the AFD group in 2022.

AFD also collaborates with French and international academic networks to feed into debates and forward-looking reflections on development.

It manages the French Global Environment Facility (FFEM), **which co-finances projects that reconcile environment and development.**

All the information relating to AFD, and in particular its Charter of Ethics that the service provider is strongly invited to consult, are accessible on the following link: [www.afd.fr](http://www.afd.fr).

## 2. THE CONTEXT

### ***The International Development Finance club (IDFC)***

Established in 2011, IDFC is the world's leading group of 26 national and regional development banks, mainly active in emerging markets. IDFC is the world's largest provider of public financing for development and climate, with cumulative assets of US\$4 trillion and annual commitments of more than US\$800 billion, including US\$180 billion for climate finance and US\$18 billion for biodiversity. IDFC members are united and working together to achieve the Sustainable Development Goals (SDGs) and the commitments of the Paris Climate Agreement. CFDO members have the unique function of supporting national policies while transferring international priorities to their own constituencies. The work of IDFC has highlighted the important and growing role that national development banks play in the international development finance architecture, through their local roots and legitimacy on the ground.

The IDFC secretariat is provided by the Public Banking Division (PDB) within the International Partnership Engagement Department (MPC). The secretariat is responsible for the general coordination of the activities of the Club, in liaison with the general management and the other departments of AFD involved in the various projects carried out with its members.

### ***About the IDFC Facility and the IDFC Coordination Unit (FCU)***

The IDFC Facility, launched in November 2019 as an operational arm of the Club, supports IDFC members to do more and better on climate & biodiversity finance while being aligned with the objectives of the Paris Agreements on climate and biodiversity, including enhancing knowledge exchange among members and capacity building on climate-related issues. The IDFC Facility is hosted by AFD within the BPD division and uses AFD's procedures and tools to implement its activities.

In detail, the objectives of the FCDI facility are four:

- Continue advocacy on climate finance measurement and integration;
- Promote investments aligned with the Sustainable Development Goals and the Paris Agreement;
- Facilitate access to project preparation and funding;
- Increase cooperation and knowledge sharing among members.

The IDFC Mechanism is implemented by the Coordination Unit (CU). The IDFC CU is composed of individuals seconded by IDFC member institutions and consultants. It is responsible for implementing the approved annual work program for the benefit of CFDA members.

### ***About the NUCA (Urban Climate Action) and National Development Banks (NDBs)***

#### **Program context and objectives**

The next decade will be crucial to prevent catastrophic climate change and limit warming to 1.5 degrees Celsius. Cities have a critical role to play in rapidly reducing emissions and building resilience to the effects of climate change, as they generate about 70% of global greenhouse gas (GHG) emissions and produce about 80% of global GDP. Cities in Brazil, Colombia, Mozambique, Indonesia and South Africa are no exception. At the same time, they are already affected by climate change, including drought, heat waves and floods, and are publicly reporting that these risks are increasing in intensity and frequency with serious consequences. It is imperative to act quickly to mitigate climate change and its associated damage, build adaptive capacity and avoid costly last-minute interventions in urban areas. This need is also recognized, to some extent, in country-level nationally determined contributions (NDCs) and other plans.

Major cities such as Johannesburg, eThekweni (Durban), Jakarta, São Paulo, Rio de Janeiro and Bogota have begun to position themselves as forerunners of climate action, developing resilient, inclusive and aligned with the 1,5 degrees Celsius while strengthening their internal capacities. Many other municipalities do not yet have adequate climate strategies and capacities. This makes it difficult for them to identify climate projects that are aligned with more immediate issues, such as improving the delivery of municipal services such as waste management, transport, safety and security or social inequalities but also economic development and job creation. Cities (including leaders) also often face challenges in finding sufficient funding for the preparation and implementation of climate-smart projects. Many cities depend on fluctuating central government transfers and have limited own revenues and

fiscal autonomy, which affects their creditworthiness and ability to access capital markets; others cannot borrow. C40 found that the COVID-19 pandemic has reduced municipal revenues by 25-30%. Access to international climate finance and private financing is difficult for cities.

In this situation, national development banks (NDBs) and regional development banks are well positioned to become forerunners in urban climate finance. They are generally more willing than commercial banks to lead the way in new areas and are ideally placed to reduce risks or cover up-front costs of innovative mitigation or adaptation measures. In addition to bilateral or multilateral banks, NDBs can provide local currency financing without having to charge additional transaction fees. They can leverage existing financial instruments tailored to local markets and integrate climate-related considerations into their urban financing portfolios. The banks involved in this project already have a well-established history of urban financing. However, they also face barriers to urban climate financing and this funding is still limited. One of the most visible obstacles is the lack of resources to build internal climate capacity, conduct feasibility studies and exchange useful ideas on project pipeline development with other organizations. Urban climate financing by NDBs is also hampered by the lack of capacity of municipalities to develop climate projects and contract loans. These gaps are often caused by regulatory and institutional frameworks that limit financial autonomy, borrowing and local planning (for example, in the case of irregular government transfers or uncertainty about future fossil fuel and renewable energy subsidy programs). Even in the absence of such barriers, framework conditions may still not promote urban climate finance to the extent necessary to achieve urban transformation.

### **Description of the NUCA programme:**

The program will contribute to the development and implementation of low-carbon, climate-resilient urban infrastructure projects in four emerging economies (Brazil, Colombia, Indonesia, South Africa) and a developing economy (Mozambique), leading to a significant reduction in greenhouse gas (GHG) emissions and increased resilience to physical climate-related risks in cities (impact).

NUCA will strengthen the technical, institutional and financial capacities of national development banks (NDBs) as providers and facilitators of financing for urban climate action. It will support their capacities to systematically integrate climate change into urban financing, provide advisory services for the development of bankable urban climate projects to client cities, and complete these projects. Thanks to the different activities and results of the project, NDBs will have systematically increased their capacity/readiness for urban climate financing and advice, and committed significant amounts of funding to urban projects with climate benefits, Thus unblocking other funding from a range of local/international private and public sources (result).

The NUCA programme will work to achieve the following results:

- NDBs need to strengthen their capacities to ensure the rapid, effective and ambitious integration of climate-related considerations across their urban portfolios. They also lack adequate funding and pilot projects to test new approaches and build a project pool. The NUCA program will provide up to 10 BND (including, but not limited to, the

five NDBs that are part of the project consortium) technical advisory services and capacity building support to integrate climate risk assessment and the development of climate-smart projects into their urban finance activities, Identify cities' climate finance needs and appropriate financing instruments for climate-smart investments, and strengthen advisory capacities for cities willing to develop climate-urban projects (Outcome I). NDBs will be strongly supported in the implementation of urban climate finance programs that pilot their urban climate finance and help them fulfill their role as drivers and facilitators of city-impacting financing.

- In addition, the NUCA programme will provide technical and financial support to help cities and NDBs jointly organize feasibility studies for selected projects. Other forms of support for climate project preparation will also be provided to increase the pool of projects that NDBs can fund and draw upon. As a result of these efforts, NDBs will have approved projects for (co)financing, anchored in the new NDC urban climate finance programs (Outcome II). They will also have systematized the lessons learned from this collaboration. While feasibility studies focus on defining the technical and financial details of a project, preparation support provided by the NUCA programme can take many forms - for example, legal advice on the establishment of special-purpose vehicles, advocacy support for improving the framework conditions for urban climate financing, innovative financial tools, etc. Co-financing from public and private sources for feasibility studies and projects will be actively sought and catalysed.
- In addition to capacity building and technical advice for individual stakeholders, knowledge sharing is an important enabler to ensure that transformations can be achieved at scale. Participating NDBs and urban project owners will exchange and participate in peer learning events on best practices for public and private financing of urban climate in cities and with national stakeholders and international financing of urban climate (Outcome III). These exchanges can help both sides to learn from their experiences, avoid pitfalls and move towards the most promising approaches. The NDBs will also use their leadership role in national financial landscapes to support advocacy for improving the conditions of the regulatory framework for urban climate finance.

The NUCA program will provide support for institutional growth of NDBs (Outcome I and Activity II.3). Technical and financial support for specific climate projects (activities II.1 and II.2) will enable NDBs to implement the tools and processes supported by NUCAP and integrate the feedback from these pilot projects. Associated with broad knowledge sharing (outcome III), these activities will increase overall climate finance readiness among NDBs and improve their ability to better advise and support cities and build the foundation for larger pipelines in the future.

## Results Framework:

<b>Impact(s)</b> Cities in emerging and developing economies have significantly reduced their greenhouse gas emissions and enhanced their resilience to physical climate risks through the preparation and implementation of low-emission infrastructure projects carbon and climate change resistant		
<b>Results</b> National development banks (NDBs) in the five project countries have systematically improved their institutional preparedness for financing and advice on low-carbon, climate-resilient urban infrastructure, and have increased their climate benefit financing commitments, unlocking additional funding from a range of local/international private and public sources.		
Ind. 0.1: Number of NDBs that have established an urban climate finance program that guides the funding and advisory services of NDBs for urban climate action and demonstrates their commitment to institutional and financial growth in this area.		
Ind. 0.2: Amount of funding formally committed by the NDBs (including consortium members and other national or state development banks) for urban climate projects that have received support from the NUCA programme and are co-funded by other public or private sources.		
<b>Outcome I: Technical and institutional capacity building of the BND</b> The NDBs have integrated climate change into their urban finance activities, improved their advisory capacity and identified the climate finance needs of the cities concerned as well as appropriate financing instruments for smart climate investments.	<b>Result II: Investment financing and institutionalization of results</b> Feasibility studies and other forms of practical support for the preparation of urban climate projects are being carried out and have led to the commitment of (co)financing for such projects by the NDBs.	<b>Outcome III: Co-creation and knowledge sharing</b> Peer learning and knowledge sharing on urban climate finance has strengthened the capacities of a wider group of national and international stakeholders, including non-governmental banks and public and private urban developers, to fund urban climate change projects through a range of innovative and appropriate private and public financing mechanisms, and helped to improve the framework conditions for this type of financing.
.I.1: Number of NDBs that have adopted and are applying tools and processes, developed or refined with the support of NUCA, to increase their urban climate financing and advisory services.	.1: Number of feasibility studies for urban climate investment projects that have been conducted and led to the approval of the project by a BND for (co)financing.	.III.1: Number of tools, methodologies or guidelines for urban climate finance developed jointly by at least two or more NDBs and integrated into their urban climate finance programs.

<p>.I.2: Number of NDR staff who have participated in training on urban climate financing tools and methods developed or improved with the support of NUCA and who, approximately 3 months after the training, can cite at least one case in which they have applied their new knowledge.</p> <p>.3 Number of cities with which NDB climate project funding opportunities have been identified to form the basis for a significant pipeline of projects.</p>	<p>.2: Number of new financing instruments, business models, institutional/regulatory changes that have been piloted through NUCA preparation assistance.</p> <p>.3 Share of NUCA-supported NDR tools and approaches for urban climate change financing, refined through feedback from outcome II activities.</p>	<p>.III.2: Number of written requests from urban owners, (development) banks, development finance institutions or representatives of national governments or states in emerging and developing economies to share with them, for their own use, content or tools developed with the support of NUCA.</p> <p>.III.3: Percentage of participants in the NUCA workshops and final conference who believe that content or tools developed with NUCA support and discussed at the conference will be "very useful" for their daily work (on a three-level scale: not useful, useful, very useful).</p>
<p><b>Safeguard indicator(s) (if the environmental and social risk category is A or B)</b></p> <p>Environmental or social risk to be monitored and work packages in case of risk: NUCA is considered to have a medium environmental and social (E&amp;S) risk and is classified as B. The program will provide intellectual services, Including feasibility studies to help projects with different risk profiles reach financial close. Although NUCA is not involved in the implementation phase of these projects, NUCA will ensure that feasibility studies include all necessary studies and procedures to identify and mitigate E&amp;S risks (work package II, activity II.1).</p> <p>Wording of the safeguard indicator(s): Share of projects supported by NUCA for which an E&amp;S risk assessment has been carried out and adequate safeguards have been determined, based on the project size and risk profile.</p>		



## Organization and implementation arrangements

The NUCA programme has seven main partners: AFD, as host of the IDFC Facility, is the main implementing organisation and counterpart to IKI, five national development banks (NDBs) are the leading organizations at the national level, and C40 is the knowledge and implementation support partner, both globally and locally.

The NUCA programme is **strategically driven** by a **Programme Steering Committee (PSC)** composed of representatives from each consortium member. Among other things, the PSC approves the NUCAP work programmes, global and country-specific, previously approved by each NDB for its own country; Monitor progress in the achievement of outputs and results and determine corrective actions where necessary; Liaises with political partners to ensure that the programme is firmly anchored in the climate agendas of project countries and politically supported by donor countries. CSP meetings will be held on a regular basis, with one in three meetings being held in person in one of the consortium members' home countries (following international events). Participants from the BMWK and the ZUG/IKI-Office are invited to attend these meetings once a year.

**The overall management of the programme**, including budget management, documentation and reporting, will be under the responsibility of the **IDFC Facility Coordination Unit (FCU IDFC)**, hosted by AFD, and responsible for preparation, the coordination, monitoring and evaluation of project implementation and associated impacts:

- The UFC IDFC, with the support of a **program support team and AFD staff (see next item), manages the funds and contracts/agreements of the NUCAP; identifies, hires and supervises consultants; Ensures seamless communication and coordination among consortium members; measures and documents project progress; reports in accordance with IKI requirements; manages external representation of NUCA and management of stakeholders/partners; and carries out other activities deemed relevant to the successful implementation of the project. It will also develop an operational manual (OM) that describes the cornerstones and operation of the program - including program tasks and responsibilities, definition of climate projects and climate finance, the process of selecting consultants, the methods for allocating the budget to the various members of the consortium after the first two years of project implementation, etc. The UFC IDFC reports its activities and any difficulties to the CPS.**
- **The Programme Support Team (PST)** will be composed of 4 experts based in Paris: 2 technical experts and knowledge managers, 1 administrative and financial officer and 1 external stakeholder and partnership officer. These experts will work closely with the consortium, other national development banks within and outside IDFC and AFD staff. The technical expert and knowledge manager will be supported by a senior AFD expert on urban climate from the AFD's VIL department. The UFC IDFC communications expert will be responsible for overseeing the communications activities that will be implemented by the consultants. **1 Country Programme Officer (CPO) will be posted in each of the five countries (5 Programme Officers in total)** and will support daily interactions

and routines with NDBs and other local stakeholders, including IKI field offices (for example, preparing the missions of consultants, preparing and participating in all local NUCAP meetings and events). If so decided at the end of the start-up phase, POCs may be hosted by AFD's local offices.

**At the national level, the respective partner of the BND** (Brazil: BNDES; Colombia: CAF; Indonesia: PTSMI; Mozambique: TDB; South Africa: DBSA) with the support of the PST and the consultants made available by the programme, will be responsible for the steering and implementation of country-specific activities. Each BND will designate focal points to coordinate the activities of the BND, liaise with city partners, with CP leaders and their technical consultants, and report regularly on project progress to the UFC IDFC (with the help of PC officials).

**The C40 will contribute to capacity building, knowledge sharing, advocacy and networking at global and national levels. Its exact tasks will be planned in detail during the start-up phase and reassessed at the beginning of each new project year. The NUCA program will provide a budget for a staff member hosted by the C40, who is responsible for fostering NUCAP's relationships with the cities of the four emerging economy partners in the program.**

Communication between consortium members and project governance bodies will be organised via a system of shared folders, e-mail (including e-mail lists dedicated to certain topics) and regular project calls/meetings. In addition to the subject-specific calls (for example on monitoring progress), a general meeting of the consortium is held annually at or near one of the participating NDBs. Communication between the NDBs and the consultants will be regulated by contracts (between AFD and the consultants) which specify the terms of communication, frequency, etc.

In addition to the seven members, the following entities will be closely associated with and contribute to the successful implementation of the NUCA programme:

- The NDBs will be supported by **external experts who will be seconded** as internal consultants for the first 3 years (4 years in Mozambique as a developing country). These consultants may subsequently be hired by the NDBs as regular staff, provided that this is in accordance with local regulations.
- Given the wide range of activities to be implemented under NUCAP, a group of **consulting firms will be selected and engaged through a framework contract by the UFC IDFC in accordance with the AFD's tender procedures. Assignments will be allocated competitively throughout the duration of the programme to cover the different evolving needs of work. The missions will be assigned by UFC IDFC to the consulting firms after positive confirmation of the member concerned in the consortium. Consultant reporting documents and deliverables must be approved by the appropriate consortium member before being validated by FCU CFDA.**
- **Collaboration with CLWF** (as a knowledge partner for NUCAP) will involve the coordination of activities, knowledge sharing and active engagement of NUCAP in CLWF initiatives (see result III.2 for more information). NUCA will comply with all coordination and communication requirements arising from its participation in

ACWLC initiatives. In addition, at least two meetings will be held annually with ACFLA to coordinate local and global activities. Closer collaboration will be planned in Brazil, as CCFLA has established a "local centre" in the country.

### Main added value of NUCA programme

- **Innovative character**

The main result to be achieved by the programme is that NDBs have improved their preparedness and funding for urban climate action. The organisation of the programme is innovative in that these NDBs are not only the target group of NUCAP but also members of the consortium. Thus, they are directly responsible for the implementation of the project and the achievement of its objectives. This encourages them to move from a passive to an active attitude and helps them to build their climate capacity through concrete participation in project planning, implementation and monitoring.

In addition, NUCAP combines technical cooperation with financial cooperation, thus effectively coordinating the two elements. Bringing together the two sides of the urban climate chain - public or private owners and NDBs as funders - allows us to focus on opportunities that are of real interest. Thus increasing the chances of project implementation and debt financing. Finally, in addition to the feasibility studies, which are a common tool for the construction of the sector, cities and NDBs will also be offered a wider set of less conventional than preparation support services that can be used to address fundamental challenges, such as creating new business models, special purpose vehicles or financing instruments for urban climate action.

- **Ambition and transformative character**

**Ambition:** NUCAP's main intended outcome is that NDBs have significantly improved their preparedness and increased their funding commitments and advice for urban climate projects, attracting investment from a range of public and private sources. The funding of these projects will contribute to significantly reducing greenhouse gas emissions and increasing resilience in selected cities, particularly if the targeted amounts of co-funding from development banks are bi- multilateral and private sector are achieved as planned. Beyond this localized impact, improved NDB readiness creates the conditions for increased NDB financing to support urban climate and create significant additional climate benefits in the future.

**Transformation:** NUCAP aims to integrate climate risk and opportunity management into the standard planning and project structuring processes of NDBs and selected cities, which will not only promote niche investments, but also to define a new "normality". NUCAP contributes to climate-resilient urban infrastructure with a life span of one decade or more, and is also working to improve the regulatory framework for urban climate financing, thus fostering systemic change. Finally, NUCAP seeks to facilitate and encourage closer cooperation between these major development actors, development banks and local cities/governments as key catalysts for a successful climate transition;

- **Implementation and management of gender-sensitive projects**

**Contribution of project activities and outcomes to gender justice:** NUCAP will contribute to the promotion of gender justice in several ways. First, all urban

infrastructure projects for which feasibility studies or preparation support are conducted with NUCAP funding will be evaluated and optimized for their gender equality impact. Consultants who implement the studies or support will be contractually required to assess the impact of the project on gender economic empowerment, access to services and social inclusion; Identify options for integrating gender-specific measures into project design (for example, addressing gender-specific infrastructure needs such as separate facilities or services for women) ; to select the most appropriate solutions in collaboration with urban project owners; and to shape the resulting (technical) analysis and project proposal accordingly. In doing so, the consultants will ensure that the resulting project is consistent with the gender equality policies and safeguards of the respective partner BND. All NDBs that are part of the NUCAP consortium have established or are currently in the final stages of approving gender policies for their funding activities. Second, the potential positive and negative impacts of urban climate action will be addressed in all tools and training developed with the support of NUCA. Third, NDBs will ensure that their urban climate finance programs clearly specify how they intend to promote gender justice in the urban sector and how the gender impacts of such financing will be measured.

**Gender mainstreaming in NUCAP management:** The requirements for addressing and promoting gender justice in the activities described above will be defined in the **NUCAP operational manual**. The FCU will collect gender-disaggregated data on participation in NUCA events, including to monitor progress against NUCAP indicator 1.2. All participating NDBs will use their gender policies. This includes working towards gender equality in their own operations by implementing policies that promote equal opportunities, fair treatment and gender diversity at all levels of the organization.

- **Ensure sustainability and multiplier effect after funding ends**

The sustainability of NUCAP will be ensured in several ways: **Capacity building measures** will be implemented to significantly strengthen the capacities of NDBs and urban contractors for joint pipeline construction. Consultants seconded to the BND for approximately will work closely with BND staff to ensure that relevant capacities are strengthened *within the* BND and avoid creating a gap after their contracts have ended. **Climate risk and opportunity assessment tools**, successful urban climate finance cases and other outcomes will be actively promoted to other banks (especially IDFC members) and owners of urban projects through the AFD/IDFC consortium members CU and C40 as well as the knowledge partner CCFLA and other networks. Urban climate finance stakeholders can therefore consider the project results for their own activities. The NDBs will use national dialogue forums to advocate for improved **framework conditions** for urban climate finance, thus facilitating cities' access to financing in the future.

- **Synergies and links with other relevant projects and sectors (from IKI and international cooperation)**

In addition to closely coordinating the **NUCA program with the** ongoing activities of the C40 and CCFLA, NUCAP plans to engage with key initiatives active on both the demand side and supply side of urban climate finance:

- The NUCAP must above all exploit the project portfolios developed by the City Climate Finance Gap Fund, the C40 CFF, the CICLIA, etc. - and bring them to a

financial close with the city concerned. For its part, NUCA will share relevant project ideas that have not been selected for feasibility studies or preparation support with these FPPs. However, collaboration is also envisaged in terms of capacity building for project promoters.

- NUCAP will liaise closely with IKI-funded projects and other technical cooperation projects that support climate-smart urban planning in NUCAP countries (for example, the C40 Cities Finance Facility, Urban-Act in Indonesia, the Green Finance Facility in Brazil and Colombia, the CCFLA Local Hub in Brazil, "Support for the Brazilian National Agenda for Sustainable Urban Development (ANDUS)" in Brazil and the GEF-funded Urban Shift program). The NUCA partners will work closely with local IKI representatives and participate in local activities.

Virtual and face-to-face meetings have already taken place with several of these actors, and their input has been used to refine the NUCAP proposal. During the start-up phase, other country-specific partners and synergies will be identified.

#### ▪ Project visibility

Representatives from the NUCA program, including NBDs, FC IDFC CU and/or consultants will present and discuss lessons learned at **relevant** national and international events (e.g., UNFCCC COPs - specifically COP30 in Brazil (2025), C40/CCFLA events, Finance in Commons summits).

NUCAP information and final products will be shared via relevant websites and **social media** accounts (NUCAP, AFD/IDFC Climate Facility, C40, CCFLA, IKI). The NUCAP website, which is aimed at all NUCAP target groups, will provide facts and figures on the project, news, event alerts, a repository with NUCAP results and a contact form for stakeholders who wish to contribute to or learn from NUCAP. There will also be a workspace for NUCAP consortium members.

Training and webinars with urban **project owners will use standard NUCAP Word/PowerPoint templates to convey a** consistent project identity. A summary of the project, including links to online information, will be shared with participants at national climate finance dialogue events.

#### ▪ Knowledge management

**Internal knowledge management tools** include a system of shared folders, email lists, a newsletter with updates on the project, telephone calls on specific topics, Consortium meetings and peer learning events. The FCU CFDO will be responsible for knowledge management at the project level. A Knowledge Manager will be appointed under the SWP and ZUG/IKI office will be informed as soon as he/she has been appointed. **Project activities and the generation of new knowledge** will be coordinated with other technical and financial cooperation projects. Annual coordination meetings will be held (possibly during the annual national stakeholder events) between NDBs and the most relevant projects to ensure ongoing coordination. In addition, NDBs will participate in the annual networking workshops organized by IKI's interface projects in Brazil, Colombia, Indonesia and South Africa. **The results of NUCAP** will be shared with other banks, cities and technical development cooperation projects at national and international level through the AFD/IDFC CF/FICS, C40 and CCFLA networks.

- **Co-benefits (contributions to economic, social and environmental development as well as the development of good governance)**

Mitigation and adaptation to climate change in cities provide joint environmental, social and economic benefits. Depending on the project, **environmental benefits** may include improved air and water quality, conservation of biodiversity, and better access to recreational areas. Climate projects can address **social disparities** by, for example, providing access to clean energy and transportation for marginalized communities. Green spaces and multimodal transportation networks help promote physical activity, community interaction and mental wellness. **Economic benefits** include job creation, cost savings, economic diversification and improved tourism opportunities. The projects that will be developed and funded with NUCAP support will be based on a holistic approach that addresses climate change while promoting sustainable development and societal well-being.

### 3. NATURE OF SERVICES REQUESTED

In order to ensure full territorial coverage and quality implementation for each batch, the bidders are invited to form **groups**, structured around a **corporate agent** responsible for overall coordination. These groups must necessarily **combine local expertise, in order to ensure a fine knowledge of national contexts and a capacity for action anchored in each territory concerned**. Each geographical area targeted by the project should be covered in a specific and operational way, **with the mobilisation of** highly qualified profiles, **with** proven experience in their field of expertise **and a** capacity to operate across a wide geographical area. The objective is to build strong and complementary teams, combining structuring international know-how and local expertise. The use of **individual local experts** may complement clusters, where appropriate, in order to fully meet expected coverage and quality requirements for each area and field.

The services requested are divided into two separate lots, each meeting specific needs and requiring differentiated expertise, in order to allow their allocation to companies specialized in complementary areas.

- **Lot 1 of the document is specifically in response to NUCA activity A 1.2, which identifies opportunities for National Development Banks (NDBs) funded climate projects with cities. This lot, of a maximum amount of 7.8 million euros, is devoted to the realization of feasibility studies for urban projects in the countries of intervention. These studies aim to support local authorities in the planning and structuring of projects integrating technical, financial and environmental dimensions. They will enable NDBs and municipalities to overcome challenges related to the identification and realization of climate project opportunities, in line with outcome II of the program, which provides for feasibility studies and other forms of practical support leading to co-financing commitments.**

The scope of infrastructure targeted by the NUCA project focuses on urban projects aimed at promoting both low-carbon and resilient infrastructure, aligned with sustainable development goals and national climate commitments. These infrastructures include initiatives to reduce greenhouse gas emissions, such as

improving the energy efficiency of buildings, developing renewable energies, The development of sustainable transport systems and optimised management of urban waste. At the same time, they integrate adaptation measures to strengthen cities' resilience to climate risks, including stormwater management, Flood prevention through nature-based solutions and improved water resource management systems. These projects are defined according to the local contexts of the target countries, namely Brazil, Colombia, Indonesia, Mozambique and South Africa, and should contribute in a measurable way to reducing emissions, Improving resilience and mobilising public and private co-financing.

- **Lot 2:** With a maximum value of **€2.75 million**, this lot covers consultancy services, consisting of technical assistance missions to development banks and to a lesser extent to municipalities. Lot 2 of the NUCA project is mainly addressed to activity (A 1.1) – "*Mainstreaming climate action into NDBs' urban finance and advisory.*" This activity aims to strengthen the capacity of national development banks (NDBs) to systematically integrate climate considerations into their urban finance activities. Lot 2 focuses on the development and implementation of specific urban climate finance programmes within NDBs. This includes the development of tools, methodologies and processes to enable NDBs to assess climate-related risks and opportunities in urban projects, improve their advisory services and attract additional funding, both public and private. In this context, Lot 2 also supports the implementation of training and capacity building activities for internal NDR teams. It helps to structure and promote urban projects that are aligned with climate objectives, while ensuring that the projects funded have co-benefits for climate change mitigation and adaptation. This activity is essential to institutionalize the role of NDBs as catalysts for ecological transition in cities, fully integrating climate into their business model and partnerships with local communities

#### **A. FEASIBILITY STUDIES FOR URBAN PROJECTS OF LOCAL AUTHORITIES IN THE 5 COUNTRIES OF INTERVENTION**

Feasibility studies for the preparation of projects selected under NUCA will cover integrated urban projects which may (but are not limited to) include:

- Development of new urban areas or redevelopment of existing urban areas (housing, infrastructure and networks, social services, commercial facilities, industries);
- housing projects;
- The rehabilitation of historic urban centres;
- urban development projects with sectoral components related to mobility and urban transport, the environment (energy efficiency, renewable energy, solid waste management), institutional strengthening, tourism, social development, etc.

The contract covered by this Technical Clauses Cahier will cover integrated urban projects which may concern (but are not limited to):

- **Support for the identification or appraisal of NUCA projects (pre-feasibility studies and scoping studies)**

The Service Provider will be required to conduct, alone or accompanied by AFD, field missions in the countries where the Programme is active in order to identify construction and/or renovation projects that may be supported by NUCA, To create a transformation in the way of doing things in the building sector. He will be responsible for detailing the content of a NUCA support which should include at least:

- A brief presentation of the sector and its importance to the country/territory;
  - A brief presentation of the project: objectives and content;
  - A technical opinion on the works considered and the necessary upgrades
  - A presentation of the other project partners;
  - Technical advice on the capacity of the project management team and companies to implement and maintain the project;
  - The cost and financing plan including the estimated part related to the integration of environmental measures into the project;
  - The project's contribution to sustainable development issues;
  - A costed proposal for monitoring and evaluation mechanisms over a period of 5 years and according to the pre-established framework;
  - The main risks identified.
- **Carrying out feasibility studies**, which are an essential prerequisite for defining the conditions for the implementation and financing of projects. The studies will focus on the technical, economic, legal, institutional and socio-environmental aspects of the project. They will justify the relevance and feasibility of the project. Other preliminary studies may be funded as pre-feasibility studies and basic engineering and pre-project engineering work

#### Transportation:

- **Carry out feasibility studies for a public transport network** (bus, tram, metro): analyse mobility needs, assess possible routes, estimate investment and operating costs, and identify potential environmental and social impacts.
- **Conduct environmental impact feasibility studies for a transport project**: analyze the effects of the project on air quality, noise, biodiversity and natural resources, and propose appropriate mitigation measures.
- **Carry out feasibility studies for cycling and pedestrian infrastructure**: identify the needs of users, analyse potential routes, estimate implementation costs and assess the benefits in terms of sustainable mobility.
- **Carry out feasibility studies on greening or improving a means of public transport**: evaluate the options for transition to clean technologies (electrification, biofuels, hydrogen), analyze environmental and economic impacts, Identify support infrastructure needs (charging stations, maintenance) and propose an implementation plan tailored to local constraints and carbon reduction targets.



- **Conduct feasibility studies on the economic and financial viability of a transport project:** assess possible sources of financing, calculate long-term project profitability and analyse financial risks to ensure sustainability.
- **Conduct feasibility studies to analyse intelligent mobility solutions:** examine available technologies, propose solutions adapted to the local context and measure efficiency and fluidity gains.
- **Carry out feasibility studies to analyse intelligent mobility solutions:** evaluate the different technologies available, such as real-time traffic management systems, integrated ticketing and shared mobility applications, to determine their relevance to local needs and constraints. The study aims to identify the most appropriate solutions for improving traffic flow, reducing congestion and optimising user experience, while taking into account existing infrastructure and financial capacities of operators. Finally, an in-depth analysis of the potential gains in terms of operational efficiency, environmental impact and safety will help define a realistic and sustainable implementation plan.
- **Carry out feasibility studies of intermodal integration of transport networks:** analyze the connections between different modes of transport, propose solutions to improve the connection and optimize travel times for users.
- **Carry out feasibility studies on ticketing and pricing systems:** analyze the different technological solutions available (contactless cards, mobile payment, QR codes, biometrics) To identify the ones that are best suited to the local context in terms of accessibility, cost and ease of deployment. It also examines user behaviour, preferences and expectations for flexibility and ease of use through surveys and attendance studies. The study should include an economic and financial analysis to optimize public transport revenues by identifying incentive pricing schemes, attractive subscription models and user retention strategies.

#### Infrastructure:

- **Carry out feasibility studies for the rehabilitation of existing infrastructure.** Analyze the current state of infrastructure (roads, bridges, public buildings, water and energy networks) to identify renovation and modernization needs. Assess upgrade costs, technical and environmental standards to be met, and available funding options. Propose sustainable solutions to extend the life of infrastructure while improving its efficiency and resilience to risks.
- **Conduct studies on urban resilience to natural hazards (floods, earthquakes).** Identify the vulnerabilities of urban infrastructure to natural disasters and assess their current level of resilience. Propose adaptation solutions such as buffer zones, reinforcement of critical buildings and improvement of early warning systems. Analyse the costs and benefits of different adaptation options taking into account social and economic impacts.
- **Carry out studies on the development of public spaces and urban roads** Analyze the needs in public spaces and roads according to demographic evolution and traffic flows. Propose facilities that promote sustainable mobility, accessibility for all, and the improvement of urban quality of life. Study technical,

environmental and financial aspects to ensure the implementation of solutions adapted to local realities.

- **Carry out feasibility studies for public market infrastructures (wholesale markets, slaughterhouses, fishing areas, etc.)**  
Assess the needs for commercial infrastructure to meet the requirements of local economic actors. Analyze the flow of goods, sanitary and regulatory requirements, as well as the economic impacts of the project. Propose sustainable development and management solutions to ensure optimal and inclusive operation.
- **Conduct health and education infrastructure needs analysis studies**  
Review the accessibility, capacity and quality of existing health and education infrastructures. Identify gaps in equipment and services to meet current and future population needs. Propose solutions for expansion or modernization taking into account budgetary constraints and local priorities.
- **Carry out feasibility studies for urban energy infrastructure (heat networks, public lighting).** Analyze energy infrastructure needs to improve energy efficiency and reduce greenhouse gas emissions. Identify appropriate technologies, such as urban heat networks and smart lighting solutions. Explore funding opportunities and management models best suited to the local context.
- **Conduct feasibility studies for the development of sports and cultural infrastructures**  
Assess the need for sports and cultural facilities to promote social inclusion and boost urban attractiveness. Analyse the management models, sources of funding and socio-economic impacts of planned projects.
- **Carry out feasibility studies for the development of economic and logistic zones.**  
Analyse opportunities for the development of new economic and logistical areas to stimulate employment and local investment. Study the location of infrastructures according to transport flows and connectivity needs.
- **Conduct feasibility studies for sustainable management of green urban infrastructure.** Examine opportunities for integrating green spaces into infrastructure projects to improve quality of life and urban resilience. Identify suitable solutions such as green roofs, urban parks and ecological corridors.
- **Carry out feasibility studies for digital and smart city infrastructures.** Analyse connectivity and digitalization needs to improve urban management and citizen services. Explore deployment options for smart communication networks, urban management systems and IoT sensors.
- **Conduct feasibility studies for soft mobility infrastructure (cycle paths, pedestrian areas)**  
Assess infrastructure needs to promote alternative modes of travel and reduce reliance on motor vehicles. Analyse the environmental and social benefits of the proposed infrastructure.
- **Carry out feasibility studies for the management of urban sanitation infrastructure** Analyse infrastructure needs for wastewater and stormwater management in dense urban areas. Explore water treatment and reuse options for sustainable management.
- **Conduct feasibility studies for shared mobility infrastructure** Examine the possibilities of implementing shared mobility services such as carpooling, self-

service bicycles and electric shuttles. Study business models and related infrastructure needs.

- **Conduct feasibility studies for urban climate resilience infrastructures** Analyze the impacts of climate change on urban infrastructure and propose adapted solutions to strengthen their resilience. Assess the costs and benefits of green and grey infrastructure investments.
- **Carry out feasibility studies for the management of urban waste infrastructure.** Analyse the infrastructure required for the collection, sorting and treatment of urban waste in order to improve service efficiency and reduce environmental impacts. Study sustainable management models and waste recovery possibilities.
- **Carry out feasibility studies for the renovation of urban heritage infrastructures.** Assess the state of heritage infrastructures, propose conservation and enhancement solutions, and explore funding sources to ensure their long-term preservation.
- **Conduct feasibility studies for urban accessibility and inclusion infrastructure.** Analyze the needs for accessible infrastructure for people with reduced mobility and other vulnerable groups. Propose appropriate solutions to improve accessibility of public spaces and transport.

#### Water and sanitation:

- **Carry out feasibility studies for a drinking water supply network** Analyse the current and future drinking water needs of the population, taking into account population growth and urbanization. Identify sources of water supply, assess their capacity and quality, and determine the infrastructure needed to ensure efficient and continuous distribution. Study technical, financial and environmental options to optimize resource management and propose solutions adapted to local constraints.
- **Carry out feasibility studies for a wastewater system** Assess the sanitation needs according to the demographic and industrial characteristics of the area concerned, and analyse existing infrastructure. Study technical solutions, such as separation or unit networks, sewage treatment plants, and appropriate treatment technologies. Identify environmental impacts, capital and operating costs, as well as financing options to ensure long-term project viability.
- **Carry out feasibility studies on the environmental and social impact of water and sanitation projects.** Analyse the environmental impacts of projects on local ecosystems, water resources and public health. Identify social impacts, particularly in terms of population displacement, equitable access to services and social acceptability. Propose mitigation measures to minimize risks and maximize environmental and social benefits, in accordance with applicable regulations and international best practices.
- **Conduct water loss studies and network optimization solutions** Diagnose physical and commercial losses on the drinking water system through technical audits and the use of leak detection technologies. Propose solutions to

- improve network performance, such as sectorization, renewal of aging infrastructure and implementation of intelligent monitoring systems. Estimate the economic and environmental benefits associated with reducing water losses.
- **Conduct feasibility studies for wastewater treatment and reuse** Assess the relevance of wastewater treatment technologies for reuse in irrigation, industry or groundwater recharge. Analyse regulatory, health and environmental aspects to ensure safe and sustainable reuse. Study economic and institutional models to ensure the financial viability and sustainability of reuse infrastructures.
  - **Conduct economic and financial analyses of a water supply project**  
Determine the capital, operating and maintenance costs of a drinking water supply project while identifying potential sources of funding. Assess project cost-effectiveness based on water rates, potential subsidies and cost recovery mechanisms. Propose financial management and governance strategies to ensure the economic sustainability of the service.
  - **Carry out feasibility studies of stormwater management solutions**  
Analyze the problems of flooding and stormwater runoff in urban areas to propose adapted solutions, such as retention basins, Urban drains or green infrastructure. Assess the benefits in terms of reducing flood risks and improving urban resilience to climate change. Study technical, financial and environmental aspects to ensure effective and sustainable stormwater management.
  - **Conduct climate change adaptation studies for water management. Analyse the impacts of climate change on the availability and quality of water resources, identifying risks of drought, flooding and pollution. Propose adaptation strategies such as diversifying water sources, improving the efficiency of existing infrastructure and promoting sustainable water management practices. Assess the investments needed to strengthen the resilience of water infrastructure to climate hazards.**

#### Waste:

- **Conduct feasibility studies for the implementation of a solid waste management system.** Analyse waste generation in the area concerned, taking into account residential, industrial and commercial sources. Assess existing infrastructure, identify gaps and propose an integrated system including collection, transport, sorting and final disposal. Explore technical and financial options with an emphasis on environmental sustainability and economic viability.
- **Conduct selective collection and sorting studies at the source of waste** Examine current waste sorting practices, identify priority streams (plastic, paper, organic, etc.), and analyse user behaviour. Propose adapted solutions to improve selective collection, integrating modern equipment and awareness campaigns. Assess the environmental, social and economic costs and benefits of such an

initiative.

- **Carry out environmental and social impact studies of a landfill or treatment center**
- Assess the potential effects of a landfill or waste treatment centre on the environment, including soil, air and groundwater pollution. Analyse social impacts such as population displacement, nuisances and economic opportunities for local communities. Propose more environmentally friendly mitigation measures and alternatives.
- **Carry out feasibility studies on waste recovery (recycling, composting, incineration)**  
Identify the most appropriate technologies for recovering different types of waste, according to the volumes generated and market opportunities. Analyze necessary infrastructure, business models and environmental impacts to ensure effective circular management. Explore opportunities for public-private partnerships to ensure project profitability.
- **Conduct studies on the circular economy and urban waste management**  
**Examine opportunities for a transition to a circular economy by promoting the reduction, reuse and recycling of waste in cities. Propose solutions to integrate local actors (informal collectors, recycling companies, citizens) and promote sustainable production and consumption models. Identify the financial and regulatory incentives needed to implement these strategies.**
- **Conduct feasibility studies for hazardous waste storage infrastructure**  
Analyze the types and volumes of hazardous waste generated in the target area and assess associated risks to public health and the environment. Identify applicable safety standards and regulatory requirements to design a secure and compliant storage facility. Provide treatment and monitoring solutions to minimize the risk of contamination.
- **Conduct studies on the optimization of waste collection channels**  
Analyze current waste collection routes and frequencies to identify inefficiencies and areas for improvement. Propose solutions based on intelligent management tools (GPS, real-time tracking, sectorization), aimed at reducing transport costs and greenhouse gas emissions. Assess the economic and operational impacts of new optimization proposals.
- **Carry out feasibility studies for the establishment of sorting and recycling centres**  
**Analyse the infrastructure needs for waste sorting and recycling according to the volumes and types of waste produced locally. Evaluate technology options to maximize recovery of recoverable materials while reducing operating costs. Explore governance and funding models to ensure the project's economic viability and integration into the waste management chain.**
- **Conduct feasibility studies for waste-to-energy (waste-to-energy) energy production**  
Examine the possibilities of converting waste into energy through technologies such as incineration, methanisation or gasification. Analyse energy production potentials based on available waste streams and local energy needs. Assess

environmental and economic impacts to determine project profitability and sustainability.

- **Carry out feasibility studies for the management of industrial and hazardous waste**

Identify the types of industrial waste produced by different local economic activities and assess the associated environmental and health risks. Offer collection, storage and processing solutions in compliance with applicable regulations. Study the opportunities for exploiting specific flows and financing mechanisms for project implementation.

- **Conduct feasibility studies for bio-waste management and composting**

Analyse the quantities and nature of bio-waste generated by households, restaurants and markets in order to propose appropriate collection and treatment solutions. Study the feasibility of setting up centralized or decentralized composting units, assessing the economic, environmental and social impacts. Identify potential markets for the compost produced and project funding models.

- **Conduct feasibility studies for waste reduction and prevention**

Assess current consumption and waste management practices to identify opportunities for reduction at source. Propose strategies and awareness campaigns to encourage responsible behaviour by citizens and businesses. Consider economic, regulatory and organizational incentives to promote more sustainable production and consumption patterns.

#### Housing and urban planning:

- **Conduct feasibility studies for housing projects**

Analyse the housing needs of low-income populations, taking into account population growth and socio-economic dynamics. Identify suitable land, possible financing models and construction standards. Provide sustainable and affordable solutions that meet quality and energy efficiency requirements.

- **Conduct studies on urban land and property dynamics Examine the evolution of the housing market, land availability and urbanization trends. Analyse the factors influencing supply and demand for housing and infrastructure. Propose planning strategies to promote balanced and inclusive development, taking into account local regulations.**

- **Carry out studies to optimize urban densification and sustainable development.**

Analyse the opportunities for densification of urban areas to limit urban sprawl and optimize the use of existing infrastructure. Identify the best practices of sustainable urban planning, integrating green spaces, functional mixity and soft modes of transport. Propose development scenarios that are compatible with the sustainable development goals.

- **Conduct social impact studies of collective housing projects**

Assess the effects of collective housing projects on local communities, taking into account social, economic and cultural aspects. Identify the risks of gentrification, social exclusion and pressure on urban infrastructure. Propose mitigation measures and inclusive solutions to promote balanced social mix.

- **Conduct studies on funding models for affordable housing projects.** Analyse available funding mechanisms, such as public-private partnerships, subsidies and tax incentives. Identify appropriate funding sources and propose sustainable economic models to ensure long-term affordability of housing. Assess financial risks and mitigation measures to ensure project sustainability.
- **Carry out feasibility studies for the renovation of informal housing. Identify solutions for regularizing and improving informal settlements taking into account the needs of residents and regulatory constraints. Propose solutions for participatory and sustainable rehabilitation by integrating basic services and improving living conditions.**
- **Carry out feasibility studies for the integration of housing into urban resilience strategies.** Analyze the vulnerabilities of residential areas to natural hazards and climate change. Propose architectural and urban adaptation solutions to strengthen the resilience of dwellings to floods, extreme temperatures and natural disasters.
- **Carry out feasibility studies for the functional mix in urban planning projects.** Examine the possibilities of integrating housing, shops, offices and public facilities in a single urban area. Propose zoning and planning solutions that promote social diversity and the economic vitality of neighbourhoods.
- **Conduct studies on land management for the development of new neighbourhoods.** Analyse the legal and institutional frameworks related to land access and propose strategies for securing land. Identify mechanisms to ensure equitable and inclusive urban development while preserving the environment.
- **Carry out feasibility studies for the development of modular and temporary housing.** Evaluate modular housing solutions to meet the needs of humanitarian crisis, displacement or temporary housing needs. Analyze costs, implementation timelines and social impacts to ensure a timely and effective response.
- **Carry out feasibility studies for housing of vulnerable populations.** Identify the specific needs of vulnerable populations (elderly, refugees, homeless) and propose adapted solutions in terms of housing and social support. Explore funding models and public policies that can support these initiatives.
- **Carry out studies on the digitalization of urban planning and housing processes.** Examine digital tools to improve the design, management and monitoring of housing and urban planning projects. Propose interactive mapping, online citizen participation and data management solutions to optimize decision-making.
- **Carry out feasibility studies for the requalification of urban wastelands into residential areas.** Identify opportunities to transform industrial or urban wastelands into residential neighbourhoods, taking into account environmental and economic constraints. Propose solutions for sustainable requalification and integration of new infrastructures into the existing urban fabric.
- **Carry out feasibility studies for policies to combat urban sprawl. Analyse the dynamics of urban sprawl and propose strategies to promote compact and sustainable development of cities. Study regulatory and fiscal instruments to encourage controlled densification.**
- **Conduct accessibility and mobility studies around residential areas. Assess the connectivity of residential areas to public transport infrastructure and essential services. Propose solutions to improve accessibility to encourage sustainable**

and

inclusive

mobility.

#### Other types of feasibility studies:

- **Carry out environmental and social impact studies**, which make it possible to avoid or mitigate the environmental and social impacts of projects and to postpone complex projects, especially in terms of population displacement. To the extent possible, these projects with high potential environmental and social risks will be identified and discarded upstream, prior to NUCA funding. In connection with DFS procedures, implementation of environmental and social management plans.
- **Support the preparation of selected projects to meet the standards of national financial institutions in terms of economics, finance, environment, technology, procurement and the nature of financing (loan or grant);**
- **Strengthen the capacities of project managers and project promoters in the following areas:**
  - institutional, legislative and regulatory;
  - of urban planning: formulation of policies and strategies, town planning documents...
  - project management and monitoring, organizational optimization, human resource development...

At this stage, without being exhaustive or engaging, the priority areas identified by geography are as follows:

## **B. TECHNICAL ASSISTANCE TO PUBLIC DEVELOPMENT BANKS**

### Strategy and governance

- **Strategic diagnosis of institutional capacities**  
Analyze organizational structure, decision-making processes and operational capabilities to identify areas for improvement. Propose strategic recommendations to strengthen the efficiency and agility of BNDs in facing urban challenges. Ensure alignment of institutional objectives with national and international sustainable development strategies.
- **Strengthening ESG governance frameworks**  
Assist NDBs in integrating ESG principles into their decision-making processes and monitoring mechanisms. Develop tools and training to strengthen stakeholder



engagement and ensure compliance with international standards. Support the BNDs in the implementation of ESG monitoring indicators and transparent reporting.

- **Development of strategic climate roadmaps**  
Define clear objectives and priority actions aligned with national policies and international commitments, such as the Paris Agreement. Ensure that climate considerations are integrated into investment decisions and portfolio strategies. Propose monitoring and evaluation tools to measure the impact of adopted climate actions.
- **Institutional climate risk analysis**  
Assess institutional vulnerabilities to climate risks and propose appropriate mitigation mechanisms. Develop scenarios to better anticipate the impacts of climate change on urban investments.
- **Development of strategic partnerships**  
Identify opportunities for collaboration with multilateral institutions, local governments and private actors to co-finance sustainable urban projects. Develop memoranda of understanding and long-term cooperation strategies.

#### Institutional capacity building:

- **Identification of training needs of BND staff**  
Conduct an assessment of skills and knowledge gaps to design appropriate training programs. Prioritize areas related to climate finance, risk assessment and financial innovation.
- **Creating peer learning networks Setting up working groups and exchange forums to promote the sharing of experiences and good practices between different NDBs. Organize study visits to learn from successful projects.**
- **Training on climate finance instruments**  
Provide training on innovative financial instruments such as green bonds, credit guarantees and blended finance. Develop capacities to structure bankable projects adapted to local realities.
- **Development of monitoring and evaluation methodologies Design results-based monitoring frameworks to assess the impact of funded projects and adjust strategies accordingly. Provide tools and indicators for effective reporting.**

#### Tools and methodologies:

- **Development of tools for assessing the climate impact of urban projects**  
Developing tools to assess greenhouse gas (GHG) emissions, energy consumption and the adaptability of urban projects to climate change. These tools are intended to help NDBs and municipalities identify opportunities for improvement in environmental performance. They will also monitor the climate impact of funded projects and ensure their alignment with national and international commitments.

- **Development of methodological frameworks for the prioritization of urban investments** Develop methodologies to identify and classify urban projects according to criteria of sustainability, socio-economic impact and financial feasibility. These frameworks enable the NDBs to efficiently allocate available resources and maximize the impact of funding. A structured prioritization framework helps improve strategic planning and investor confidence.
- **Development of financial risk analysis tools for local authorities** Develop risk rating tools to help municipalities better understand their financial capacities and anticipate the challenges associated with their investments.
- **Implementation of urban data platforms** Create data collection and management systems to track project performance and provide real-time insights for decision making.
- **Integrating climate risk management into financial tools** Developing methodologies to assess and integrate climate risks in investment decisions, taking account of natural hazards and regulatory developments. This includes analysis of physical risks (floods, heat waves) and transition risks (carbon regulation). The objective is to minimize negative financial impacts and improve the resilience of urban investments.
- **Development of methodologies for measuring the co-benefits of urban projects** Design tools to assess the social, economic and environmental impacts of the infrastructures financed. These methodologies address issues such as job creation, air quality improvement and access to essential services. They enable decision-makers to better value the positive externalities of projects and improve their social acceptability.
- **Development of performance indicators specific to sustainable urban infrastructure**  
Identifying and standardizing key performance indicators (KPIs) adapted to urban infrastructures, covering aspects such as energy efficiency, resource use and resilience. These indicators help NDBs to objectively monitor and assess the progress of funded projects. They also ensure effective communication with investors and stakeholders.

#### Urban portfolio development:

- **Analysis of urban financing demand**  
Study urban development trends and identify priority areas requiring urgent financial interventions.
- **Design of financial products dedicated to climate infrastructure**  
Develop flexible financial products adapted to the specificities of urban projects, taking into account the budgetary constraints of municipalities.

- **Assessment of investment opportunities**  
Analyse urban areas with strong development potential and recommend strategic investments to maximise economic and social impact.

#### Communication and awareness:

- **Improving the communication strategy of BNDs**  
Redefining key messages and communication channels to better engage municipalities, investors and development partners.
- **Developing awareness campaigns on sustainable infrastructure Promoting the benefits of climate projects to the general public and decision-makers to increase ownership and support for green initiatives.**
- **Creating an interactive awareness platform for municipalities**  
Create an online platform dedicated to local communities, providing educational resources, interactive tools and case studies on sustainable infrastructure. This space will facilitate the exchange of experiences and good practices, thus strengthening local capacities for managing and financing climate projects.
- **Organizing webinars and seminars for stakeholders**  
Providing a platform for discussion and sharing of experiences between local and international actors to better understand the challenges of sustainable infrastructure.
- **Development of a series of webinars and podcasts on climate finance**  
Design and broadcast interactive webinars and podcasts addressing specific topics such as green financing, urban risk management and investment opportunities. These accessible formats will enable a diverse audience to be involved and broaden the reach of DND messages.
- **Creating a network of climate ambassadors**  
Identifying and training local opinion leaders (elected officials, entrepreneurs, associations) to become advocates for climate initiatives funded by the NDBs. These ambassadors will play a key role in raising public awareness and promoting resilient urban infrastructure.
- **Developing media partnerships to amplify messages**  
Working with local and international media to ensure regular media coverage of climate finance initiatives. These partnerships will enable the dissemination of reports, interviews and articles highlighting the successes and positive impacts of projects supported by BNDs.

#### **4. Deliverables**

The services to be carried out in the context of orders or **restricted tenders** will depend on the nature and importance of the requests for technical assistance. The AFD may also launch a multi-task call for tenders for one project, or several more limited calls for tenders for the same project.

For all these missions, the deliverables will take forms adapted to the nature and extent of the services specified in the terms of reference of the technical assistance contracts subsequently launched by AFD.

These deliverables will be of two different types:

- specific reports which may be indicative of the diagnoses, terms of reference, specifications, conclusions and technical/ financial/ technological/ environmental recommendations, advice and recommendations on documents produced by the promoters in order to bring them up to the level required by the donors, programming or organisational documents, action plans or implementation plans, project management plans, execution planning, guides or methodological documents, memory aids, etc.;
- Reporting, monitoring and reporting, which will generally take the form of:
  - a start-up report specifying the methodology, the course and organisation of the TA mission to be carried out by the service provider, the proposed staff resources, the planned planning and monitoring indicators for the activities in addition to its technical offer;
  - one or more periodic activity and monitoring reports depending on the duration of the service;
  - a final activity report.

#### **Requirements for the service provider in the course of the service**

AFD requires its service providers to have technical excellence in the first place, but also genuine interpersonal skills, in a variety of contexts and particularly in the countries covered by the programme.

## **6. RESOURCES REQUIRED**

### **6.1. Team of experts**

The desired assembly for each purchase order or contract is a collaboration, either by subcontracting or co-contracting, between international companies and local companies and experts. The division of workload must be balanced between members of local and international groupings.

To complete each mission, the provider will necessarily have to collaborate with a local expert company in the country of execution and will provide a team of experts in the following areas:

Lot 1:

- **Main expertise**
  - Urban planning and development
  - Financing and project preparation

- Institutional support and capacity building
- Social and environmental impact
- Communication and knowledge sharing
- **Complementary expertise**
  - Mobility and transport
  - Housing
  - Development and local economy/municipal financial analysis
  - Heritage / ancient fabrics
  - Energy efficiency and renewable energies
  - Urban infrastructure and services
  - Waste
  - Water and sanitation
  - Legal support
  - Translation

Lot 2:

- **Main expertise**
  - Institutional strategy and climate governance
  - Development of green financial products
  - Climate finance and project structuring
  - Financial and climate risk management
  - Financial regulation and ESG compliance
  - Development and management of urban portfolios
  - Environmental and social impact assessment
  - Monitoring and evaluation tools and methodologies
  - Strategic communication and stakeholder engagement
  - Mobilization of public and private capital
  - Public-private partnerships and international cooperation
- **Complementary expertise**
  - Innovation and digital solutions for green finance
  - Gender mainstreaming and social inclusion in climate projects
  - Urban resilience and adaptation to climate change
  - Infrastructure
  - Local governance and institutional capacity building
  - Extra-financial monitoring, evaluation and reporting
  - Digital communication and climate awareness
  - Climate data mapping and management

Other expertise (for example, land, biodiversity, tourism, population participation processes, ..) may be needed depending on the nature of the requests or the evolution of the projects.

In order to respond to the main and complementary expertises, bidders will be required to provide specialists in the sectors concerned with more than 10 years' experience, particularly in the regions concerned. The skills of a given specialist may cover several different expertise.

They will also plan to mobilize junior experts (less than 10 years of experience) as well as local experts (with a significant market share to be determined - between 40 and 70%) in the countries covered by the programme, who will be able to intervene in support of senior experts, or separately, depending on the nature of the technical assistance missions and the staffing requirements to be foreseen. Local experts may be either staff of the candidate's/group's branches or local offices, or independent experts. They may also act as principal or additional experts of the bidder.

The proposed approach for the use of junior and local experts will be left to bidders' discretion. It will be the subject of specific comments in the chapter "Description of the approach, methodology and work organization in response to the terms of reference" of the Technical Response Framework. Bidders may also use Tables 1 - Proposed Core and Additional Experts and 2 - Planned Local Experts in the Technical Response Framework (TRC).

Depending on the expectations of the program, the proposed methodology, the bidder will be able to predict, in its proposal, to use other experts to cover the different areas and themes of the programme specified in Chapter 5 but also to respond to specific tasks requiring special skills according to the demands and characteristics of projects.

All specialists should be free of conflicts of interest in the context of their assigned responsibilities.

Given the variety of themes and activities proposed, and in order to respond appropriately and optimally to subsequent contracts, the bidder may subcontract the expertise of other companies or specialized consultants.

The tenderer s must specify the status of the experts whose curricula vitae they present and whom they propose to carry out the main or complementary expertises:

- permanent of the tenderer,
- the standing of another organization, giving details of the nature of the relationship between that organization and the tenderer,
- independent expert.

The presentation of the bidder's proposed experts will be done in the formats defined in the Technical Response Framework and will include:

- a synthetic framework of the qualifications and professional experiences of senior experts;
- a synthetic framework of the qualifications and professional experience of local experts;
- a summary of the qualifications and professional experience of junior experts;
- a CV that will not exceed 3 pages for all experts.

In the absence of the availability of the main or additional experts, the contract holder undertakes to provide experts with a qualification and experience equivalent or superior to the profiles presented in the C.V. of the offer.

## **6.2. Management and technical support team:**

The bidders will provide a management team for the Framework Agreement to:

- the interface and communication with AFD;
- preparation of responses to restricted tenders;
- the mobilisation of appropriate experts for the planned technical assistance missions;
- administrative tasks and procedures (mail, invoicing, etc.) and quality control.

This team will benefit from the support staff necessary for its mission (administrators, secretaries, translation work other than those planned by the complementary expert, support staff at headquarters, etc.) as well as adequate technical and logistical support.

A Framework Agreement officer responsible for the interface and communication with AFD and relations with experts will also be appointed to this team.

Support and technical support officers will not be seconded as short-term or long-term specialists while maintaining their primary responsibilities. The distinction between the two responsibilities will need to be maintained and a duplication of costs associated with these responsibilities in the project budget avoided.

## **7. TERMS OF DELIVERY AND EXECUTION**

### **7.1 Contracting authority and mandate for the Framework Agreement**

French Development Agency (AFD)  
5 rue Roland Barthes  
75598 Paris cedex 12

### **7.2 Location**

The technical assistance programme will be carried out in the five partner countries: Colombia, Brazil, Indonesia, Mozambique (+ Kenya for lot 2) and South Africa, in collaboration with the consultants in the BNDs concerned.

### **7.3 Execution of contract**

The contract, which is the subject of this restricted consultation, will result in the selection of up to four service providers on the basis of objective criteria. The selected providers will subsequently be invited to respond to restricted and simultaneous tenders for each technical assistance activity on the basis of specific terms of reference. These terms of reference will specify the types of expertise expected, the planned distribution between senior and junior experts as well as between international and local experts. They will also specify the time frames envisaged for the completion of the contract, which may range from several months to fifteen days in certain urgent cases.

Each of these consultations will result in a subsequent contract, awarded on the basis of objective criteria and based on a technical proposal and a financial offer.

A contract setting out the terms and conditions for carrying out the mission will be concluded between AFD and the service provider who has obtained the highest overall score.

#### **7.4 Steering, coordination and monitoring**

AFD is responsible for the contracting of all feasibility studies and technical assistance.

The management of the service will be provided by the BNDs or municipalities in coordination with the AFD/ NUCA team.

The provider will designate a primary point of contact with NDBs and municipalities.

The project support structure will be composed of:

- a **project management unit (NUCA PST)** recruited by the AFD and responsible for the coordination and administrative, legal, technical, budgetary and accounting management of the framework agreement and the resulting technical assistance services.
- a **Steering Committee to oversee the implementation of the supervised framework contract within NUCA PST.**

### **8. ANTICIPATED DELIVERY SCHEDULE**

The technical assistance programme would be launched on a provisional basis in August 2025; the contract is for a period of 1 year renewable three times (maximum duration up to four years) according to the advice of NUCA PST.

### **9. WORKING LANGUAGE**

Proficiency in the English language by the team of main and additional experts proposed by the Service Provider is mandatory.

**Proficiency in the language of the country of execution of each order (Indonesian, Portuguese, English and Spanish) by at least one of the members of the Service Provider's group is imperative.**

**The reply to this call for tenders must be made in English.**

### **10. TECHNICAL RESPONSE FRAMEWORK (TRF)**

Bidders are requested to construct their technical offer by completing the mandatory Annex I, CRT – Technical Response Framework- of the Commitment Act. It is imperative to use the models communicated by AFD. Any technical offer not respecting these models will be eliminated.

#### **10.1 Organization of technical assistance, implementation methodology and understanding of terms of reference**

Bidders are invited to submit proposals for:



- Understanding of the DFS program and needs across all proposed missions, perception of the function and mode of intervention, taking into account risks and assumptions affecting contract performance;
- The proposed approach and operation for the organization of technical assistance and the implementation of activities including:
  - Experts (seniors, juniors, local experts);
  - the intervention of the Framework Agreement management team and the support structures that will be made available to experts by the service provider during the execution of the contract;
  - the quality control mechanisms that will be put in place.

They should also specify:

- In the case of an offer submitted by a group, a description of the contribution of each member of the group as well as the distribution and interaction of tasks and responsibilities between them;
- Any subcontracting agreements, clearly indicating the tasks entrusted to the subcontractor and a declaration by the tenderer guaranteeing the subcontractor's eligibility;

## **10.2 Differentiating added values of the Service Provider's proposal compared to competitors**

AFD will assess:

- technical excellence, understanding of needs and quality of methodology and organization proposed for the bidder;
- the qualification of profiles and proposed experts;
- The mobilization, among the complementary experts, of local experts from the countries concerned in the different fields of the programme, whose fees should constitute between 25 and 75% of each mission.

## **11. BUDGET- PRICES**

The total budget available for the entire programme (over a period of four years) is estimated at **EUR 7.8 million for lot 1 and EUR 2.75 million for lot 2** without taxes (this contract falls within the scope of VAT exemption – SLF Note of 28/03/1986). This amount includes the remuneration of the experts to be expected as well as all expenses (travel expenses, per diem, reproduction and editing of reports, translation, possible costs of organization of meeting, etc.) necessary for the accomplishment of the missions.

There is no upper or lower limit for restricted tender budgets.

Estimated ranges between 25,000 and 200,000 euros, however, are estimated from the expected technical assistance services and between 200,000 and 600,000 euros, however, are estimated from the expected feasibility studies services. Some missions may be above and below these amounts.

Bidders will establish an average daily cost of expert work, including the actual remuneration of experts, general expenses, support and headquarters support (secretariat, etc.). This cost will not include international transportation to and from the beneficiary country between the place of residence of the experts and the place of performance, per diem and other costs (reproduction of reports, translation, etc.) which will give rise to a specific budget.

The proposed average daily costs of the selected service providers will be considered by AFD as a price cap that will serve as a reference during restricted consultations and in relation to the financial offers they submit.

The reference average daily cost will be derived from the proposed average daily costs:

- by level of expertise (junior/senior);
- by type of expertise (international/local);
- by field of activity (engineering, finance, legal) irrespective of the situation in the countries concerned.

These costs will be established on the basis of an indicative percentage distribution of the number of days to be worked between level of expertise (junior/senior), type of expertise (international/local) and areas of activity (engineering, finance, legal) Referred to in the table of unit prices for expertise set out in Annex III, Financial Annex to the Commitment Document (EA). These costs will also include additional experts.

The average daily costs of proposed expertise (junior/senior, international/local, by areas of activity) the service providers who will be selected will be considered by AFD as price caps that will serve as a reference during restricted consultations and in relation to the financial offers they submit.

## Annex I: Candidate Selection Criteria

**Tender rating criteria: tenders will be evaluated on the basis of a weighted scoring grid, allowing both the technical quality and financial competitiveness of proposals to be assessed. The selection criteria are as follows:**

- **Quality and diversity of local expertise (30%):** this criterion will assess the relevance, experience and skills of the proposed local experts across all geographies of the Programme (Brazil, Colombia, Indonesia, Mozambique, South Africa) their knowledge of the national, institutional and sectoral context as well as their ability to ensure effective operational implementation on the ground.
- **Quality of international expertise (20%):** this criterion will focus on the quality and added value of the international expertise mobilized, in particular: its experience on comparable projects, its ability to guarantee the highest international standards and its ability to coordinate the various experts while providing strategic support to the project.
- **Methodology (30%):** Tenders will be evaluated on the clarity, consistency and robustness of the proposed methodology, in particular with regard to the organisation of work, the tools used, the provisional timetable and the consideration of the specific issues of the project.
- **Price (20%):** Special attention will be paid to the financial competitiveness of offers, without compromising expected quality. The evaluation of the award will take into account, in particular, the TDLMs of the experts mobilized.